

Scaling Supportive Housing Solutions: A Strategic Vision

SPRING 2018–SPRING 2021

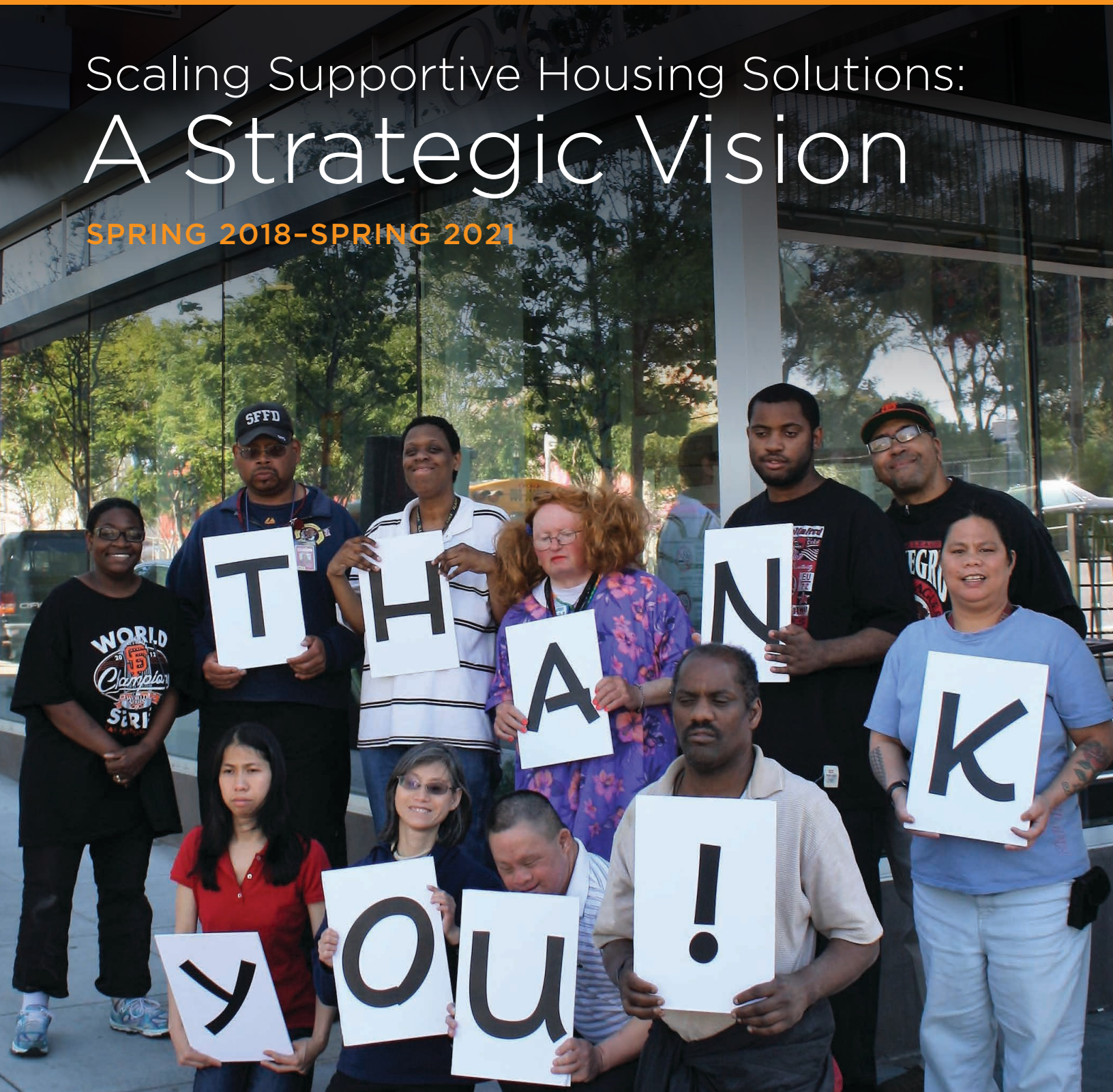


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Acknowledgements

Many individuals and organizations have inspired, supported, and advanced our work – here we can name only a few. We are grateful to the Conrad N. Hilton Foundation for their generous financial support, openness, and steadfast focus on the long view. CSH remains a beacon, lighting the way forward in so many ways. We thank our partners in the public health and developmental services sectors for their mission-first mindset – the Los Angeles Department of Health Services and Golden Gate Regional Center being first among equals. Heartfelt thanks to the Brilliant Corners staff, partners, residents and clients who participated in the strategic planning process, and to LeSar Development Consultants for guiding us. Among many former employees and board members, we wish to acknowledge the founding contributions of Diana Conti, our Board President from 2004–2017, and Matt Omelagah, our former COO. Diana guided us through the trials and tribulations of a start-up nonprofit. Matt lead us into the housing services space, and walked the walk of ‘meeting people where they are,’ whether clients or young leaders on our staff. Finally, we thank Barry Benda, Chief Program Officer for Northern California. Before joining our founding board, and later, our senior management team, it was Barry who first saw the need for a new nonprofit service provider whose ‘service’ to people with disabilities would be housing itself. The rest, as they say, is history.

Vision, Mission & Overview

Vision:

A future in which no one faces homelessness or unnecessary institutional involvement for lack of affordable housing and community-based supports.

Mission:

To create affordable, supportive housing for vulnerable and underserved people, including but not limited to people with intellectual and physical disabilities and those transitioning or diverted from homelessness or institutions.

Overview:

Brilliant Corners embraces the challenge of scaling supportive housing for vulnerable low-income people – the broad spectrum of individuals and families priced out of our communities, cycling through bureaucratic systems, shunted into institutions or abandoned to the streets. Our supportive housing programs and properties create rapid access to housing resources of all kinds through innovative development, landlord engagement, rent subsidy and supportive service integration strategies. We work at the intersection of housing and multiple social service sectors – developmental services, homeless services, public health and managed care, veterans services and criminal justice – in short, wherever supportive housing offers a platform for systems change, inclusive community, and personal well-being.

Inspired by the Americans with Disabilities Act, the Olmstead Decision, the Housing First movement to end homelessness, criminal justice reform, and most importantly by our clients and residents, we've created supportive housing for 5,000 of the most vulnerable Californians.



Our work is driven by the core belief that each person, whatever their circumstance, is entitled to safe housing and support. As Board President, I am inspired by the passion of our leadership team and our front line staff. They chose work that improves the lives of thousands of Californians in need. They pursued a career that brings a powerful sense of purpose instead of financial rewards. Our mission is driven by this passion of our staff, and our success is measured one improved life at a time.

We manage many programs throughout California. All represent a crossroads where housing and services come together, providing independence, hope and dignity to our most vulnerable Californians. We are proud to introduce our three-year strategic plan, which emphasizes three key components: building of our core capacity, refining of our programs and quality goals, and advocating for supportive housing as a first step towards real change in the lives of so many Californians.

As the father of an adult son who lives with a developmental disability, I have watched my son experience limited options for independence, resulting in the social isolation that so often makes him seem invisible to others. He has recently been fortunate to attain housing and supports, and now I watch in amazement as he works his way painstakingly back into the community – and back into his life. Nothing could inform my service on the board more, and I look forward to working with our staff, stakeholders and clients as we continue the vital work of this organization.

Sincerely,

A handwritten signature in black ink, appearing to read "Donny Lieberman".

Donny Lieberman,
Board President



Dear colleagues, partners, supporters and friends,

For 10 years, we've witnessed the amazing changes possible when people come together around the simple belief that with the right supports, most everyone can live in their own home. Over and over, public partners tapped us to pilot new solutions to the housing crisis facing people with disabilities, people stuck in care settings, people experiencing homelessness. Perhaps our strength was our open mind as to who could succeed in the community, matched by a willingness to innovate.

These pilots succeeded – indeed, scaled and replicated. We became California's largest housing partner in the shift from institutional settings, creating community-based housing for 1,000 people with developmental disabilities. As the Veteran Affairs' only Bay Area clinical housing partner, we moved hundreds of formerly homeless veterans into their own homes. And, with Los Angeles County, we built a new, scalable supportive housing infrastructure that's housed over 4,000 formerly homeless people in four years.

This document serves as a high-level roadmap as we aim to provide supportive housing to as many as 10,000 people in the next three years. It reaffirms our belief in the resilience of those we serve, in the power of supportive housing to meet

them where they are, and in our can-do mindset. To these it adds a commitment to secure investments in organizational capacity and financial strength commensurate with such ambitious impact goals. And, finally, it reflects our commitment to be more intentional about our culture, workforce development, performance and quality standards, and the system roles and partnerships through which we can have the greatest impact.

We embrace the challenge of scaling supportive housing solutions confident that we are joined by like-minded partners across multiple sectors. We thank you for your support as we work together to end the affordable housing, homelessness, and institutionalization crises facing millions of vulnerable and low-income Americans.

In solidarity and faith,

William F. Pickel,
Executive Director

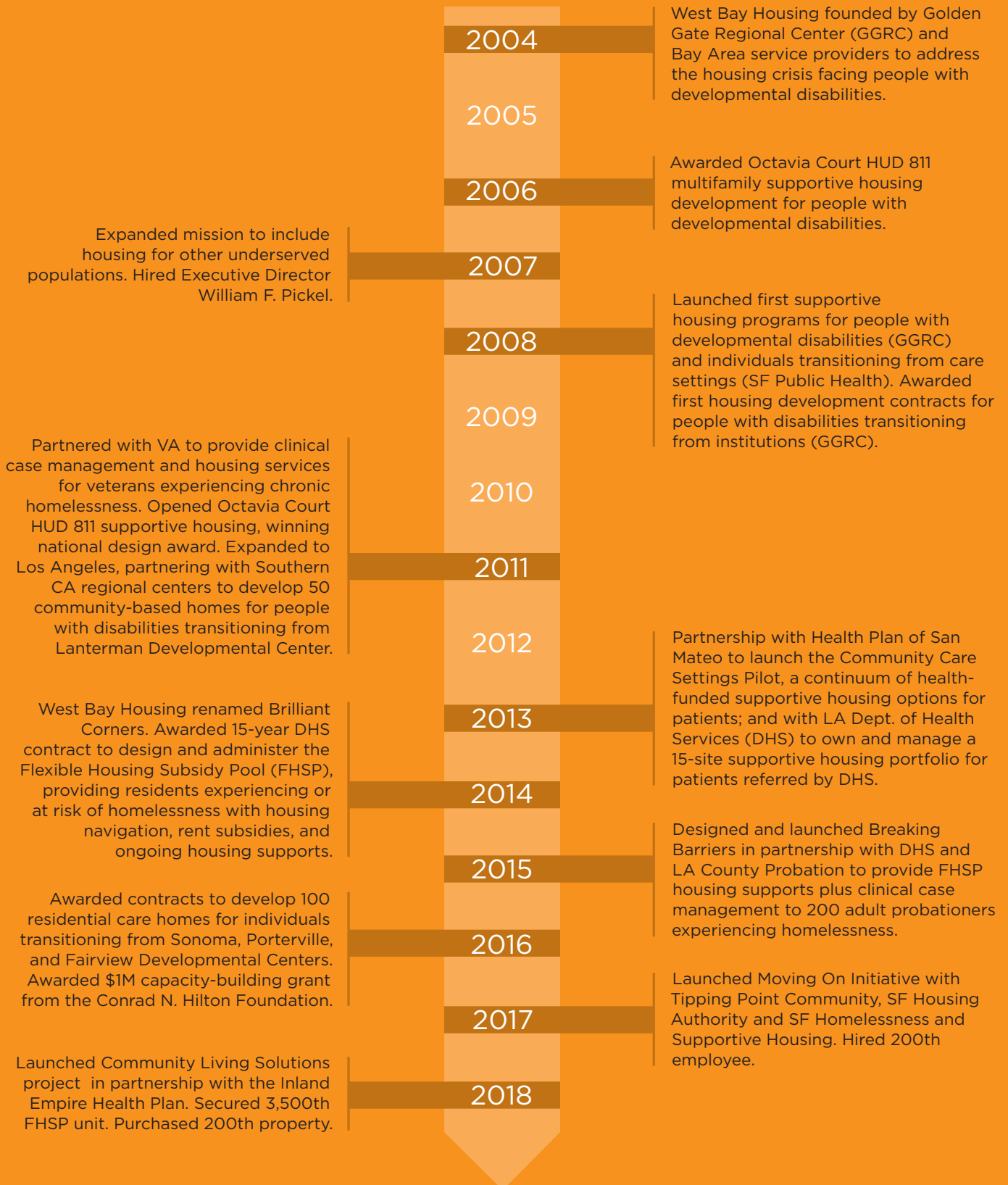
*After all, we
make ourselves
according to the
ideas we have of
our possibilities.*

V.S. Naipaul

*Property is
intended to
serve life.*

Martin Luther King, Jr.

History



Accomplishments

- > Providing supportive housing and tenancy stabilization services for 5,000 vulnerable, extremely low-income Californians.
- > As key partner in California's transition from institutional services, developed nearly 200 community-based residential care homes for people with developmental disabilities.
- > Helped establish the Flexible Housing Subsidy Pool as a nationally recognized model for scaling rapid access to supportive housing.
- > Established supportive housing models for justice-involved vulnerable populations, people with developmental disabilities, mental and physical health conditions, and those experiencing or at risk of homelessness.
- > Partnered with several managed care plans to launch innovative housing-for-health programs¹

The innovation of permanent supportive housing has been really revolutionary. There are a lot of social issues. Not all of them have very clear solutions, but this one does. Permanent supportive housing ends chronic homelessness.

Andrea Illouljian, Senior Program Officer, Conrad N. Hilton Foundation

¹ See *Innovative Models in Health and Housing* (University of California-San Francisco, Kresge Foundation, The California Endowment and the Low Income Investment Fund, 2017).

The Problem

THE U.S. NEEDS

7.2 MILLION
NEW RENTAL HOMES
AFFORDABLE AND
AVAILABLE TO ELI
HOUSEHOLDS



CALIFORNIA IS
HOME TO THE
6 MOST EXPENSIVE
COUNTIES IN
THE U.S.

CALIFORNIA HAS
ONLY 1 AFFORDABLE
UNIT AVAILABLE
FOR EVERY 5 ELI
RENTER HOUSEHOLDS



In California and across the nation, vulnerable people face an unprecedented affordable housing crisis.

The affordable housing crisis impacts millions of Americans – none more so than people with disabilities and other vulnerable populations, a majority of whom are extremely low-income (ELI), earning at or below 30 percent of area median income, often living on fixed incomes like Supplemental Security Income (SSI). According to the National Low Income Housing Coalition, every state, every large metropolitan area has a housing shortage for ELI renters:

- > The U.S. needs 7.2 million new rental homes affordable and available to ELI households – 1 million in CA;
- > 71% of ELI renter households (77% in CA) are severely cost-burdened, spending more than half of their income for rent and utilities?²

In California, it's worse:

- > California is home to the 6 most expensive counties in the U.S. and 6 of the 10 most expensive metropolitan areas – with one-bedroom rents exceeding 100% of SSI in 18 CA housing markets;³
- > For every 5 ELI renter households in California, there is only 1 affordable unit available, and California boasts 4 of the 10 metro areas with the most severe ELI rental unit shortage in the nation.⁴

Homelessness is the most visible consequence of our broken housing and social safety net systems:

- > On a single night in 2017, 553,742 were experiencing homelessness in the U.S. – the first increase in seven years;
- > California, with 134,278, accounted for nearly 25% of all people experiencing homelessness – and nearly 50% all unsheltered people in the country (91,642);
- > LA County's homeless count rose by a staggering 23% from 2016 to 2017 to nearly 58,000.⁵

² The GAP: A Shortage of Affordable Homes. National Low Income Housing Coalition, March 2018. California's Housing Emergency: State Leaders Must Immediately Reinvest in Affordable Homes, California Housing Partnership Corporation, March 2018

³ Out of Reach 2017, National Low Income Housing Coalition; California's Housing Emergency: State Leaders Must Immediately Reinvest in Affordable Homes, California Housing Partnership Corporation, March 2018

⁴ The GAP: A Shortage of Affordable Homes. National Low Income Housing Coalition, March 2018.

⁵ Priced Out: The Housing Crisis for People with Disabilities, Technical Assistance Collaborative and Consortium for Citizens with Disabilities, 2017

When not experiencing homelessness, people with disabilities face barriers to stable housing and community integration:

- > Between 200,000 and 300,000 non-elderly persons with disabilities live in nursing facilities;
- > Nearly 70,000 persons with I/DD were living in institutional settings with 16 or more people as of 2015;
- > Nearly 900,000 people with I/DD live at home – but with caregivers over the age of 60;⁶

The critical shortage of affordable housing exacerbates the underinvestment in community-based supportive services, as the public health, behavioral health, criminal justice and other systems struggle to serve vulnerable individuals and families priced out of housing.

The lack of affordable housing has profound consequences for vulnerable individuals. What does this mean for people with disabilities? Too often, the answer is homelessness, institutionalization, incarceration, substandard housing, or severe rent burdens.⁷



⁶ *Priced Out: The Housing Crisis for People with Disabilities*, Technical Assistance Collaborative and Consortium for Citizens with Disabilities, 2017

⁷ The 2017 Annual Homeless Assessment Report to Congress, U.S. Dept. of Housing and Urban Development, December 2017

Solutions

Brilliant Corners is a system-changing innovation. It's more cost-effective to fund them and their partners, than continue to have people in emergency rooms, jails and the shelter system.

2017 RAND Corporation Report

Supportive housing: a combination of affordable housing and supportive services designed to help vulnerable individuals and families use stable housing as a platform for health, recovery and personal growth.⁸

Supportive housing is a proven solution to the crises of homelessness, unnecessary institutionalization, inappropriate use of emergency and other public services, recidivism, and housing instability for vulnerable populations.

Brilliant Corners specializes in innovative supportive housing strategies that supplement as well as leverage critical but all-too-limited mainstream affordable housing resources such as Low Income Housing Tax Credits and federal rent subsidy programs – strategies that provide rapid access to affordable housing and supportive services, even in the most expensive housing markets in the nation.

Brilliant Corners operationalized our vision of doing whatever it takes.

Dr. Mitchell Katz, Director, Los Angeles County Health Agency

Through creative re-use of existing building stock, innovative landlord engagement and scattered-site portfolio management, rent subsidy administration and person-centered housing supports, Brilliant Corners enables rapid, sustainable, and scalable access to supportive housing for individuals transitioning from hospitals or nursing homes, developmental centers, justice system involvement, shelters and the streets.

8 "Understanding Supportive Housing," CSH Website, <http://www.csh.org/toolkit/supportive-housing-quality-toolkit/getting-started/understanding-supportive-housing> March 29, 2018.



Scattered-Site Supportive Housing Programs

We design and manage scattered-site (individual units or houses) supportive housing programs for vulnerable individuals, featuring landlord engagement and build-out of a varied portfolio of legally controlled housing resources, individualized housing plans, personalized housing navigation and move-in assistance, rent subsidy administration, and ongoing tenant supports. These programs **dramatically enhance the capacity of public systems serving vulnerable populations to provide rapid, scalable housing outcomes** by breaking down silos across public systems and jurisdictions, bringing new landlords and developers into the affordable housing fold, and providing real-time housing exits for people experiencing homelessness, cycling through public systems, or discharged from institutional settings.



Supportive Housing Development

We acquire and renovate properties that can be converted rapidly to supportive housing, interim housing, or residential care homes, including many smaller sites unsuitable for mainstream affordable housing development financing such as Low Income Housing Tax Credits (LIHTC). We also leverage service sector capital, rent subsidy, and supportive service resources to create supportive housing set-asides in LIHTC affordable housing developments.



Supportive Housing Management and Property-Related Tenant Services

We focus exclusively on property management services for vulnerable residents. Informed by Housing First values and “person-centered” thinking, we employ a “screening in” approach to tenant selection, an eviction prevention approach to lease violations, and a person-centered approach to accessibility and other reasonable accommodations. And we have deep experience coordinating with over 100 case management and supportive service partners across our owned and managed as well as brokered property portfolios.



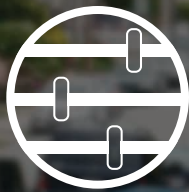
Case Management

We provide clinical and non-clinical case management services for vulnerable individuals, including those involved in the justice system. These are often in combination with housing navigation and retention services, and incorporate site-based and wrap-around program designs.

Three-Year Goals

Spring 2018–Spring 2021

Over the next three years, Brilliant Corners will increase access to supportive housing by focusing on three goals:



Scale Programs for Impact by clearly defining business lines and program models, adopting quality standards, planning for growth, gathering stakeholder feedback, and assessing program quality and impact.

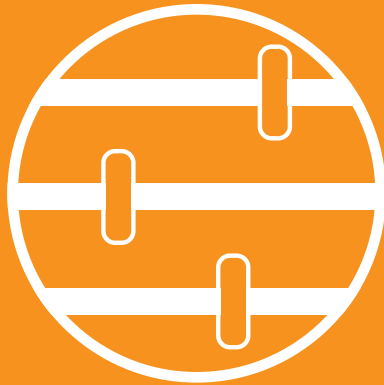


Build Organizational Capacity by putting the right resources, people and systems in place, with specific objectives around fiscal, talent, and information management, as well as marketing and fund development..



Effect Systems Change by increasing public awareness of the effectiveness of supportive housing, playing key roles within peer networks, and advocating for better public policy and increased funding for affordable housing and supportive services.

Goal 1



Scale Programs for Impact

> **Scale impact:**

- > Provide supportive housing to 10,000 new households by 2021.
- > Replicate the LA Flexible Housing Subsidy Pool model in at least three new communities.
- > Develop and manage 150 new small community-based housing sites (including 90 licensed residential care homes by June 2019).
- > Partner to create at least 100 units of multi-family permanent supportive housing for persons with developmental disabilities and other vulnerable households.
- > Increase case management capacity to serve between 500 and 1000 households with the goal maintaining a 90% housing retention rate.

> **Define business lines and program models to align with mission and strengths:**

- > Develop a launch model and greenlighting criteria to better plan for program replication and new business opportunities
- > Articulate essential features for successful replication of the Flexible Housing Subsidy Pool and similar scattered-site supportive housing programs, including scope of services, workflows, staffing, and pricing model
- > Explore and define supportive housing models responsive to new supportive housing funding at the federal, state and local levels

> **Assure quality:**

- > Adopt and maintain organizational standards for quality programming, housing, and customer service.
- > Assess program impact by gathering client, partner, and other stakeholder feedback.



Build Organizational Capacity

- > **Fund development** Implement a fundraising strategy to secure the grants and other unrestricted funds needed to support innovation and scale in the human services sector.
- > **Fiscal management** Embrace a customer-service approach to internal and external financial reporting and support increasing transactional volume and complexity through accounting software upgrades, financial and program data interoperability, automation, and integrated dashboards.
- > **Talent management** Develop a strategic approach to talent management, defining success for each role, aligning goals and values, cultivating leadership through mentoring and professional development at all levels, and fostering our values, brand, and spirited culture.
- > **Information management** Create an Information Technology Plan, integrate software systems (fiscal, personnel, program data), support users through consistent training, and promote a results-driven continuous improvement culture through dashboards and performance metrics.



Effect Systems Change

- > **Promote supportive housing** as a platform for meeting the housing and wellness needs of a range of vulnerable and extremely low-income populations.
- > **Increase awareness** of innovations like the Flexible Housing Subsidy Pool and other Brilliant Corners programs that offer rapid access to supportive housing, complementing often limited real estate development and federal subsidy resources.
- > **Advocate for sound public policy** and funding for community-based affordable housing and supportive services for vulnerable populations as the most effective solution to homelessness, unnecessary institutionalization, and expensive high frequency use of other public resources.
- > **Play a cross-sector leadership role** to align the affordable housing, homeless services, health, behavioral health, criminal justice and other sectors around supportive housing solutions.

Leadership



Board of Directors

Donny Lieberman, President
CEO, Sunseri Construction

Robert Mills, Vice President
Partner, Goldfarb and Lipman

Shamus Roller, Secretary
Executive Director, National Housing Law Project

Dave Coury, Treasurer
Coordinator, Marin Housing Solutions

Nancy Conk
Board Member, Southern California Association of Nonprofit Housing

Chris Ko
Director of Homelessness Initiatives, United Way of Greater Los Angeles

Cynthia Nagendra
Director, Center for Capacity Building, National Alliance to End Homelessness

Bruce Oka
Disability Rights Advocate

William F. Pickel, Executive Director
Brilliant Corners

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A word about our name...

Brilliant Corners takes its name from a song by Thelonious Sphere Monk, the legendary jazz musician and, in the opinion of some, the most original American composer. Monk was as fond of hanging around the street corners of Harlem as he was of executing a musical sharp turn to reveal unexpected possibilities in a Tin Pan Alley tune. One might say he saw and heard brilliance in unlikely places.

We leave it to you to ponder the hints of personal resilience and community renewal we intuited in that song title. In any event, he's our patron saint. Whatever you do, check out his music.